leadership appears to play a small role. However, if the analysis is based on the unexplained variance that remains after discounting the effects of the non-leadership variables, the study demonstrates that leadership differences do have a substantial impact.

The authors conclude by suggesting the statistics used in this and previous articles have been very simple. It would be useful to reanalyze the data using a within-organization design (thus holding constant industry and company variables).

Tosi, H. L., Jr., & Gomez-Mejia, L. R. (1994). CEO compensation monitoring and firm performance. *Academy of Management Journal, 37,* 1002-1016.

This study investigated the relationship between monitoring of CEO compensation and performance of the firm. Specifically it was hypothesized that (1) there is a curvilinear relationship between firm performance and the firm's monitoring of the CEO compensation process, and (2) that this relationship would be stronger in management-controlled firms than in owner-controlled firms. The curvilinear relationship was predicted such that a medium amount of monitoring would have the most positive impact on firm performance.

Hypotheses were tested using two separate studies. Study 1 involved chief compensation officers (CCOs) in 175 firms, and study 2 involved CCOs in 243 firms. In study 1 firm performance was measured using self-report indicators of levels of profitability, stock performance, and overall performance. In study 2 performance was measured using average earnings per share, average return on investment, average return on common stock, and average annual percent change in a firm's market value (all four were factor-analyzed into one factor).

CEO monitoring was measured using a self-report index describing the CEO pay-setting process and the policies and practices governing it. Firms with more than 5% of the company's stock owned by a single individual or institution were labeled owner-controlled. All of the other firms were labeled management-controlled. Both hypotheses were supported.

Zajac, E. J. (1990). CEO selection, succession, compensation and firm performance: A theoretical integration and empirical analysis. *Strategic Management Journal, 11*, 217-230.

This study tested several hypotheses regarding CEOs and firm performance (average return on assets during the CEO's tenure). Using surveys and financial data on 105 firms from the Forbes or Fortune groups, results demonstrated that firms with insider CEOs tend to be significantly more profitable than firms with outsider CEOs; firms whose CEOs have a specific successor in mind tend to be significantly more profitable than firms whose CEOs do not have a successor in mind; and firms whose CEOs perceive a stronger connection between their personal financial wealth and the wealth of their organization tend to be more profitable. There was no relationship between CEO satisfaction and total compensation, nor was there a relationship between personal reputation and firm performance.

Attributable to Top Teams

Bantel, K. A., & Jackson, S. E. (1989). Top management and innovations in banking: Does the composition of the top team make a difference? *Strategic Management Journal, 10*, 107-124.

This study examined the relationship between the demographic composition of top-management teams in the banking industry and innovation (technical and administrative) using a sample of 199 banks. In this research, innovation was defined as the number of innovative "items" (products, programs, and services) firms had adopted or developed.

Technical innovation included: products/services, marketing, computerization, delivery systems and operations, and office automation. Administrative innovation included: staffing, attitude assessment, planning, compensation, and training. Demographic characteristics using the team as the unit of analysis included: average age, average tenure in the firm, average education level; and heterogeneity measures for age, tenure, educational background, and functional background. Additionally, bank size, bank location, and team size were controlled for. Results indicate that more innovative banks are managed by more educated teams who are diverse with respect to their functional area of expertise.

Eisenhardt, K. M., & Schoonhoven, C. B. (1990). Organizational growth: Linking founding team, strategy, environment, and growth among U.S. semiconductor ventures, 1978-1988. *Administrative Science Quarterly, 35,* 504-529.

This study explores the relationship between founding team demographics, technical strategy, and competitive environment with growth of new firms. Regarding founding team demographics, the authors hypothesized that greater previous joint work experience among the founding team, size of founding team, and greater variation in the industry experience of the founding team were all associated with higher growth among new firms.

Firm growth was measured as the difference in sales in each year of life through 1988 relative to sales at founding. Data were gathered from 92 semiconductor firms (from an original sample of 102 semiconductor firms that were single-business ventures founded exclusively to develop, produce, and sell semiconductor devices on the merchant market).

Hypotheses were supported using several analyses: regression using a four-year lag; even history analysis, successive regressions; and pooled cross-section regression. Interestingly, the effects of the founding team did not fade, but grew over time.

Finkelstein, S., & Hambrick, D. C. (1990). Top-management team tenure and organizational outcomes: The moderating role of managerial discretion. *Administrative Science Quarterly, 35,* 484-503.

This article proposed and tested the idea that discretion, or the latitude of action available to top executives, moderates the link between characteristics of the upper echelon and organizational outcomes. The authors looked at 100 organizations in three different industries: computer—high discretion; chemical—medium discretion; and natural gas—low discretion. They found that executive-team tenure had a significant effect on strategy and performance with longer-tenured teams that follow more persistent strategies, that conformed to industry standards, and exhibited average performance as compared to the industry.

Consistent with the theory, results differed depending on the level of managerial discretion between industries. Similarly, team tenure and organizational outcomes bore a stronger correspondence in small, high-discretion firms than in large, low-discretion firms.

✣ ✣ ✣

Haleblian, J., & Finkelstein, S. (1993). Top-management team size, CEO dominance, and firm performance: The moderating roles of environmental turbulence and discretion. *Academy of Management Journal, 36*(4), 844-863.

This study examined the effects of top-management team size (the number of corporate officers who were also board members in each firm) and CEO dominance (using a power index from ten objective measures of power developed by Finkelstein [1992]) on firm performance (using return on assets, return on sales, and return on equity) in different environments (turbulence and discretion). The authors hypothesized that top-team size would be more positively associated and CEO dominance would be more negatively associated with firm performance in a turbulent, high-discretion environment than in a stable, low-discretion environment.

Data from forty-seven organizations in two industries (the computer industry—turbulent and high discretion; and the natural gas distribution industry—stable and low discretion) suggested that firms with large teams performed better and firms with dominant CEOs performed worse in a turbulent environment than in a stable one. In addition, the association between team size and CEO dominance with firm performance is significant in a high-discretion environment but is not significant in a low-discretion environment.

The study also controlled for firm size, strategic unrelatedness, efficiency, borrowing capacity, and tenure and functional heterogeneity. It should be noted that turbulence and discretion were confounded as they were defined by type of industry (the computer industry and the natural gas distribution industry).

✣ ✣ ✣

Hambrick, D. C., & D'Aveni, R. A. (1992). Top team deterioration as a part of the downward spiral of large corporate bankruptcies. *Management Review, 38*(10), 1445-1466.

In this exploratory study, the authors propose that the top-management teams of failing firms differ from those in healthy firms, and that these differences become more pronounced the closer the firms come to bank-

ruptcy. Data were collected on fifty-seven large bankruptcies and fifty-seven matched survivors using data for each of five years prior to the bankruptcy.

Results suggest that bankrupt firms demonstrated higher CEO dominance for up to five years prior to the failure. The top-management teams had shorter team tenure, and they tended to have extreme degrees of tenure similarity (either very homogeneous or very heterogeneous). Team compensation was lower, percentage of the team with core functional expertise was lower, and there was a tendency for smaller teams and fewer outside directors (but this was only significant for the year before bankruptcy). Using a limited test of causality, it appears that team deterioration is both a cause and an effect of performance deterioration.

Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review, 9*(2), 193-206.

This classic paper argues that top executives matter. Organizational outcomes—both strategies and effectiveness—are viewed as, in part, reflections of the values and cognitive bases of the top echelons in the organization. Using observable managerial characteristics (age, tenure, functional background, education, socioeconomic roots, and financial position), the authors develop a theory and propositions regarding how the characteristics of the top-management team affect outcomes both on average and using amount of dispersion (that is, heterogeneity).

Jackson, S. E. (1992). Consequences of group composition for the interpersonal dynamics of strategic issue processing. *Advances in Strategic Management, 8*, 345-382.

The object of this paper was to stimulate research to complement the work underway to test Hambrick and Mason's upper-echelons perspective (see Hambrick & Mason, 1984, in this section). To date, most upper-echelons research assumes that differences in team compositions translate into different team behaviors, which in turn translate into predictable organizational outcomes.

Jackson lays the groundwork for testing the intermediate processes, using strategic issue processing which includes creative decision making, problem solving, internal group processes such as conflict, and external liaison activities. In her review of the literature, the author finds that the links between the effects of group composition and outcomes are complex because the effects of composition vary across outcomes. The strategic-issue-processing perspective avoids these problems because strategic issues are examined separately. She concludes that for further development, typologies need to be developed for both group composition and strategic issue processing.

Murray, A. I. (1989). Top-management group heterogeneity and firm performance. *Strategic Management Journal, 10,* 125-141.

This study tests several hypotheses regarding the influence of top-team demographic heterogeneity on organizational performance, using a sample of eighty-four Fortune 500 companies in either the food or oil industries over a period of fourteen years (1967-1981). Organizational performance was measured in two ways. First, short-term efficiency performance was measured using ratios of earnings to sales, earnings to total capital, earnings to net worth, and earnings to equity. Second, for long-term "adaptability" performance, ratios of stock price to earnings and stock price to book value were used.

The results suggest a complex pattern of interrelationships depending on the industry studied, the lag between cause and effect, and type of performance measure. This suggests that the contribution of management to organizational performance is not constant.

Wiersema, M. F., & Bantel, K. A. (1992). Top management team demography and corporate strategic change. *Academy of Management Journal, 35,* 91-121.

In this study, the relationship between the demography of top-management teams and corporate strategic change was examined. The authors argued that demographic characteristics (using both central tendency variables and dispersion variables) reflect top managers' cognitive perspec-

tives. Corporate strategy was defined as decisions on the mix and emphases of business within a portfolio, including the evaluation of appropriate courses of action with regard to potential divestments, downsizings, and of existing businesses; as well as to acquisitions, mergers, and the development of new businesses. Change was measured by the absolute percentage change in diversification strategy over the period 1980 to 1983, using Jacquemin and Berry's entropy measure of diversification [Jacquemin, A. P., & Berry, C. H. (1979). Entropy measures of diversification and corporate growth. *Journal of Industrial Economics, 27,* 359-369].

Using 87 firms (out of 100 firms randomly sampled from the 500 largest manufacturing firms for the year 1980—as listed in *Fortune*), and controlling for prior firm performance, organizational size, top-team size, and industry structure, the authors found that firms that underwent changes in corporate strategy were characterized by top-management teams with lower average age, shorter organizational tenure, higher team tenure, higher educational level, higher educational specialization heterogeneity, and higher academic training in the sciences.

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In this era of rapidly changing organizational environments, the task of executive selection is critical. There are stories in the popular press almost daily about the failure of a CEO or a member of top management, pointing up a need for more and better information for those who make selection decisions. This bibliography speaks to that need. The summaries here direct the reader to more than 100 carefully chosen books and articles on such issues as how to do selection, how to avoid costly mistakes, and how to predict executive success.

The Authors

Valerie I. Sessa is a research scientist in the Executive Selection Research Cluster at CCL in Greensboro, North Carolina. She works in the areas of improving team effectiveness, executive selection and transitions, and the impact of technology on leadership. Sessa was part of the team that created the Peak Selection Simulation, which emulates the decision-making styles of those who make decisions about candidates for executive positions. With a Ph.D. in industrial and organizational psychology from New York University, she recently coauthored "Choosing Top Leaders: Learning to Do Better" in *Issues & Observations* (Vol. 15, No. 4, 1995) with Richard J. Campbell and Jodi Taylor.

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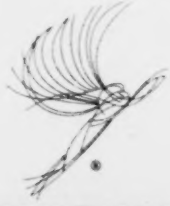

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